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## MEMORANDUM

DATE: May 13, 2003

TO: Seattle City Councilmembers  
Metropolitan King County Councilmembers

FROM: Susan Cohen, City Auditor *SC*  
Cheryle A. Broom, King County Auditor *CB*

SUBJECT: Joint Work Plan for Partnering Opportunities

This report on the City and County *Joint Work Plan for Partnering Opportunities* responds to City of Seattle Resolution 30544 and King County Motion 11616, which request that the Office of City Auditor and King County Auditor's Office jointly identify potential partnership opportunities for further study. We defined partnering, for study purposes, as a collaborative or cooperative effort to make better use of City and County resources while maintaining or improving the level of services. Interlocal agreements, a form of partnering frequently used by the City and County, could be effective for institutionalizing the potential partnerships discussed in the report.

Based on a review of similar services performed by both King County and the City of Seattle, we identified, in order, five operations as the best candidates for initial in-depth studies to determine whether partnering arrangements could potentially achieve service efficiencies and cost savings. These five City and County operations are: (1) records storage; (2) printing, duplicating and graphic design; (3) mail services; (4) animal control services; and (5) government access cable television. An overview of each of these five operations is presented in the report, including general background information, key issues for consideration, and potential partnering outcomes.

Consistent with the legislation adopted by the Councils, we developed a work plan for further study of the five operations to more fully assess the feasibility of partnering arrangements, evaluate methods to improve services and achieve cost savings, and estimate potential cost savings. The work plan also calls for a progress review by the City and County Councils and Auditor's Offices upon the completion of a pilot study of records storage later this year. We may proceed to the next study after review and consultation with the Councils.

The Office of City Auditor and King County Auditor's Office sincerely appreciate the cooperation received from the City and County agencies that participated in the review process.

# **JOINT WORK PLAN FOR PARTNERING OPPORTUNITIES**

**May 13, 2003**

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## CITY AND COUNTY PARTNERING OPPORTUNITIES

During the fall of 2002, both the City of Seattle and King County anticipated substantial revenue shortfalls for the 2003 fiscal year and beyond. The City estimated a \$60 million general fund gap between revenues and expenses for the 2003 and 2004 budgets, while the County estimated a \$52 million general fund deficit for 2003 and projected significant deficits in 2004 and 2005. In response to these forecasts, the Seattle City Council and Metropolitan King County Council adopted legislation requesting that the Office of City Auditor and King County Auditor's Office conduct a joint study to explore partnering opportunities for delivering local government services more efficiently (see Appendix 1 for a copy of City of Seattle Resolution 30544 and King County Motion 11616). This study presents the results of our preliminary review, and identifies initial City and County operations that warrant further study to determine if potential service efficiencies and cost savings could be achieved through partnering arrangements.

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### Results in Brief

Based on a review of similar services performed by both King County and the City of Seattle, we identified, in order, five operations as the best candidates for initial in-depth studies to determine whether partnering arrangements could potentially achieve service efficiencies and cost savings. Further study of City and County operations in each service area will be needed to accurately assess the feasibility of partnering, estimate cost savings, and ascertain potential service improvements. The five City and County operations suggested for further study and described in detail on pages 6 through 15 are:

- ***Records Storage***—Partnering may allow for more efficient use of records storage space, a possible reduction of overall storage space and storage costs, and improved organization and retrieval of records.
- ***Printing, Duplicating and Graphic Design***—Partnering may allow for production efficiencies that could yield cost savings.
- ***Mail Services***—Partnering may allow for economies of scale in bulk mail services and reduced postage costs.
- ***Animal Control Services***—Partnering may potentially reduce operating costs and improve overall service levels.
- ***Government Access Cable Television*** (King County Civic Television and the Seattle Channel)—Partnering may allow the City and County to share technology, which might improve the availability and quality of government access television to the broader King County community.

For study purposes, we defined partnering as a collaborative or cooperative effort to make better use of City and County resources while maintaining or improving the level of services. This report does not envision an organizational merger or consolidation of agencies; rather, it identifies five areas in which the City and County might develop successful cooperative operational arrangements to better utilize local government resources and enhance services. Interlocal agreements, a form of partnering frequently used by the City and County, could be effective for institutionalizing partnerships in these service areas.

The City and County audit offices plan to conduct joint studies of the above operations in separate phases. During the first phase, one pilot study would be scheduled for completion by the end of 2003. City and County officials would then have an opportunity to review the results of the pilot study to determine the feasibility and desirability of continuing the partnering studies. The outcome of the progress review will determine whether to schedule studies of the remaining service areas.

Sequential scheduling of the studies ensures that future partnering reviews can be accomplished with existing resources budgeted for the Office of City Auditor and for the King County Auditor's Office in 2003. The decision to schedule work in 2004 and beyond will be made in the context of each office's overall annual work program and budget.

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## Scope and Methodology

For study purposes, we developed a definition of "partnering." Implicit in our partnering definition is the notion that City and County agencies could provide services collaboratively in a variety of ways. Our definition of partnering is as follows:

*Partnering is a collaborative or cooperative effort to make better use of City and County resources while maintaining or improving the level of services.*

Applying this working definition of partnering, City and County audit staff performed the following activities:

1. Established a set of criteria to evaluate potential partnering opportunities and constraints, as discussed in the next section.
2. Selected and considered City and County agencies to identify services which each jurisdiction provided that were broadly comparable.
3. Narrowed services examined to those with relatively comparable operations and gathered primary information on organization, budget, human resources, and key operational issues.<sup>1</sup>
4. Determined from the primary data gathered whether current conditions were favorable to support feasible partnering arrangements that could potentially yield service improvements and cost savings.
5. Performed a literature review of pertinent studies evaluating the success of partnering arrangements by other jurisdictions in achieving service improvement and cost saving objectives.<sup>2</sup>
6. Developed a work plan for future in-depth partnering studies that offers the City and County Councils an opportunity to consider the results of our reviews.

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<sup>1</sup> This initial review included 25 discrete services.

<sup>2</sup> Our literature research on partnering found that city-county mergers were the most common impetus for service partnerships instead of potential cost savings and service improvements gained from intergovernmental agreements between autonomous jurisdictions. Little is known about the actual fiscal results of partnering efforts in other jurisdictions.

These activities culminated in the identification and preliminary review of five comparable City and County operations. Descriptions of the five operations selected for further study and a work plan are presented in this report. Future review and analytical efforts will explore the extent of service efficiencies and cost savings that could realistically be achieved through partnering arrangements. Partnering may yield cost savings in both the delivery and purchase of services in City and County agencies that either perform or acquire these services.

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## **Selection Criteria**

Based on research of partnering literature, we developed eight criteria for the selection of City and County operations that merited further review and analysis. The partnering criteria are:

1. Opportunity for analysis (some data exist);
2. Similarities among City and County services and operations;
3. A manageable fiscal magnitude and breadth of operation;
4. Potential for cost savings and/or service improvements;
5. Interest among elected officials (and managers) in further exploration;
6. Potential for implementation;
7. Similar or compatible data management systems; and
8. Possibility of maintaining or increasing service levels.

We excluded from further review charter-mandated operations and those functions governed by dissimilar laws and policies. Operations with highly dissimilar or no comparable functions and those with some likelihood of decreased service levels were also excluded from further review. Operations that were too large and complex to analyze and those with low or no potential for cost savings or service improvements were also eliminated from further consideration. We also considered unique factors, such as liability, confidentiality, risk, and asset protection in excluding some City and County operations from further review.

Consideration of the eight criteria led to the selection of five operations for further review. As noted earlier, these five operations are: (1) records storage; (2) printing, duplicating and graphic design; (3) mail services; (4) animal control services; and (5) government access cable television.

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## **Partnering Work Plan and Overview of Selected Operations**

Consistent with the legislation adopted by the City and County Councils, we developed a work plan for in-depth reviews of the select City and County operations. In these studies we will more fully assess the feasibility of partnering arrangements, evaluate methods to improve services, and estimate cost savings. We will also address contracting arrangements between the City and County—such as interlocal (intergovernmental) agreements—that could be effective for institutionalizing new partnerships. The exhibit on the next page displays the proposed work plan and timelines for our studies.

<b>EXHIBIT 1</b>			
<b>WORK PLAN FOR PROPOSED PARTNERING STUDIES</b>			
<b>Feasibility Study</b>	<b>Subject</b>	<b>Completion Date</b>	<b>Estimated Staff<sup>†</sup></b>
Pilot Study #1	Records Storage	December 2003	0.5 FTE
<b>Progress Review by Councils and Auditors</b>			
Study #2	Printing, Duplicating and Graphic Design	Determined by Council Action	Recommended by Auditors
Study #3	Mail Services	Determined by Council Action	Recommended by Auditors
Study #4	Animal Control Services	Determined by Council Action	Recommended by Auditors
Study #5	Government Access Cable Television	Determined by Council Action	Recommended by Auditors
<sup>†</sup> Estimated staff includes both City and County staffing allocations.			

As shown in this exhibit, the audit teams estimate staffing of 0.5 FTE for the pilot study, followed by a progress review by the City and County Councils and Auditors. The staffing assignments and schedules for the remaining studies will be based on the results of the progress review.

The following descriptive information is presented for each of the five City and County service areas on pages 6 through 15:

- The statutory and legal framework governing the provision of the service;
- A general background statement and service description, noting any similarities or differences in the way the City and County perform the function;
- Key issues for consideration (as identified to date) during future study;
- Potential partnering outcomes;
- The organizations currently performing the operation;
- 2003 operating budget, staffing, revenue, and resource information as reported by the agencies providing the service; and
- A description of the specific services performed by each jurisdiction.

A summary of the 2003 budget and staffing levels for the five operations selected for further study also is provided in Exhibit 2 on the next page. The 2003 budget numbers shown in this exhibit represent operating costs reported by the agencies currently performing the services.



<b>EXHIBIT 2</b> <b>2003 OPERATING BUDGET AND FTE INFORMATION</b> <b>FOR FIVE SERVICE AREAS</b>				
<b>OPERATION</b>	<b>CITY OF SEATTLE</b>		<b>KING COUNTY</b>	
	BUDGET	FTE	BUDGET	FTE
Records Storage	\$101,000	1.5	\$430,028	6.5
Printing, Duplicating and Graphic Design	\$3,915,033	29.5	\$3,602,262	18.5
Mail Services	\$128,362	3.0	\$358,500	5.0
Animal Control Services	\$2,437,719	31.0	\$3,800,146	34.0
Government Access Television	\$1,840,005	13.0	\$562,899	7.0

The budget information shown for the first three operations in Exhibit 2 does not represent other City and County agencies' expenditures for these services (for example, postage costs are not included in the numbers shown for Mail Services).

<b>RECORDS STORAGE</b>	
<b>Statutory / Legal Framework</b>	Chapter 40.14 of the Revised Code of Washington (RCW) mandates that public records be retained and have an approved retention period in order to be destroyed. In addition, City of Seattle Ordinance 120736 states that records created in City government are public records and therefore must be maintained per their retention schedule. Chapter 2.12 of the King County Code (KCC) requires retention of all public and official records in accordance with the approved retention schedules per state law and County policy.
<b>Background</b>	<p>The City and County operate their own records centers that store each government's inactive business records. Both records centers provide storage, pickup and retrieval services, as well as destruction of records that have met their legal retention requirements. Storage capacity has been exceeded at each records center, as described below.</p> <p>The City Records Center is co-located with the City's Central Warehouse, and exists as a section of the floor space of the warehouse.<sup>3</sup> Most government records centers, including King County's, are exclusively records storage facilities; it is unusual to combine records storage with warehouse activities.<sup>4</sup></p> <p>The National Fire Protection Association offers industry standards and requirements for records protection equipment, facilities (including standard records vaults), and record-handling techniques that provide protection of public records from fire hazards. Other industry standards for the storage of public records include complete and accurate tracking of all records in a records storage facility, use of appropriate storage equipment and techniques, and both file- and box-level retrieval capability. The auditors have not verified if the City and County Records Centers are in conformity with these standards.</p>
<b>Key Issues</b>	Are records center facilities being used efficiently and effectively? Do they meet industry standards and comply with best practices for records storage? What are the storage needs for both jurisdictions? What records management practices pertain (e.g., strict retention and destruction schedules)? What facility alternatives are available?
<b>Potential Outcomes</b>	A combined records storage operation and/or facility may lead to potential cost savings, increased storage capacity, and improved storage conditions for City and County records.

<sup>3</sup> Warehouse operations include storage and management of surplus furniture and equipment, and incoming materials and supplies.

<sup>4</sup> A brief telephone survey found that the cities of Bellevue, Denver, El Paso and Portland (OR), and the State of Washington, operate records-only facilities. The cities of Austin, Boston, San Francisco, and Tacoma use private vendors that operate records-only facilities. None of the jurisdictions contacted combine records storage with other operations other than storage of archives.

Records Storage - Continued				
	City of Seattle		King County	
Organization	City Records Center Warehouse Services Unit Purchasing Services Division Department of Executive Administration (DEA)		County Records Center Archives and Records Management Records, Elections and Licensing Services Division Department of Executive Services (DES)	
2003 Budget, FTE, Revenue & Resources	2003 Budget \$101,000 2003 FTE 1.5 2003 Earned Revenue \$101,000 2003 Resources General Subfund  Budget does not include facility lease costs. Revenues reflect cost recovery through cost allocations. Storage rates are based on cubic feet of storage used and average frequency of retrieval.		2003 Budget \$430,028 2003 FTE 6.5 2003 Earned Revenue \$33,362 2003 Resources Current Expense Overhead Allocation  Costs are recaptured through an internal central service cost allocation: about one-third from Current Expense funded agencies and two-thirds from non-Current Expense funds. Earned revenues include copy fees and proceeds from the sale of the King County Code.	
	Services		Approximately 18,600 cubic feet of the Central Warehouse is dedicated to non-archival records storage, but a recent audit of the warehouse found insufficient storage space for records. <sup>5</sup> The Central Warehouse/City Records Center is expected to move to a new facility in June or July of 2003. The new facility has increased capacity for records storage (20,720 cubic feet) and DEA reports improved storage conditions.	
Sources: City of Seattle Department of Executive Administration; Office of City Auditor; King County Records, Elections and Licensing Services Division; and National Fire Protection Association (www.nfpa.org/).				

<sup>5</sup> In addition, DEA reports a current inventory of 21,456 record boxes (equaling 21,456 cubic feet), or 2,856 boxes above capacity.

<sup>6</sup> Additional County records equaling 5,013 cubic feet are currently stored on pallets in the main records center.

<b>PRINTING, DUPLICATING AND GRAPHIC DESIGN</b>	
<b>Statutory / Legal Framework</b>	No statutory or legal requirements govern print, duplication, and graphic design services offered within Seattle and King County government. However, City of Seattle Executive Order 02-02 directs “all City departments and offices to contain expenses for print, copy, graphic design and photography jobs by using an in-house centralized City Print Shop, instead of external vendors, to produce City publications.” Similarly, King County Executive Order ACO 8-16 (AEO) states: “All departments, divisions, agencies, and programs within County government are hereby directed to submit print and graphic projects to and utilize [the Department of Executive Services’] centralized graphics/printing services.”
<b>Background</b>	<p>The City and County each provide in-house design, print, binding, photographic, multimedia and duplication services. Both shops have some unique capabilities. For example, the City shop has the capacity to print directly on plates, while the County must first create negatives from which their plates are burned. Conversely, the County shop has the ability to print business cards; the City sends its business card orders to an outside vendor.</p> <p>As a result, the City and County have already partnered on the following services: the City’s program currently produces digital printing plates for its County counterpart; the King County print shop was recently added to the list of business card vendors for the City; and the two shops are discussing the possible purchase of 1,040 hours of City graphic services by King County in 2003. Shop managers are currently discussing other potential collaborations to achieve cost reductions and/or workload assistance.</p> <p>In addition, the City is currently reviewing the operations and production capacity of the City Design, Print and Copy (CDPC) program to better align CDPC production capacity with forecasts of customer demand for services. This project will also identify opportunities for cost savings and greater customer service from improved CDPC operational practices and production methods. Review project recommendations are expected in June 2003.</p>
<b>Key Issues</b>	Is equipment being utilized efficiently? Are rates and services competitive? What partnering opportunities may exist between the City and County, especially in areas where one jurisdiction has specialized equipment or other resource capacity that the other jurisdiction does not have?
<b>Potential Outcomes</b>	Greater partnering between the City and County for these services may yield cost savings and production efficiencies.

Printing, Duplicating and Graphic Design – Continued					
	City of Seattle			King County	
Organization	Design, Print & Copy Center Design, Print & Copy Division Fleets and Facilities Department (FFD)			Graphics Design & Production Information and Telecommunications Services Division Department of Executive Services (DES)	
2003 Budget, FTE, Revenue & Resources	2003 Budget	\$3,915,033		2003 Budget	\$3,602,262
	2003 FTE	29.5		2003 FTE	18.5
	2003 Earned Revenue	\$3,915,033		2003 Earned Revenue	\$3,520,876
	2003 Resources	Rate-based customer billing		2003 Resources	Internal Service Fund
	Customer billing includes pass through charges for private vendors.			Budgeted expenditures and earned revenue include pass through transactions of \$506,028 for outside vendors.	
Services	The City Design, Print & Copy program provides graphic design, Web page design, photography, duplicating, offset printing, and digital document technology services to City agencies.			County Graphic Design and Production Services provides in-house graphic design, photographic, print and copy services, which are available to all County agencies.	
Sources: City of Seattle Fleets and Facilities Department; City of Seattle InWeb; and King County Information and Telecommunications Services Division.					

<b>MAIL SERVICES</b>		
<b>Statutory / Legal Framework</b>	No statutory or other legal requirements govern the delivery of interoffice mail in the City and County governments.	
<b>Background</b>	<p>The City and County each provide interoffice mail service to and from their own offices and facilities. The County also processes and handles U.S. Postal Service mail.</p> <p>The State of Washington operates a consolidated mail services (CMS) program, a full-service mail operation that process outgoing and incoming U.S. Postal Service mail and in-house campus mail for all state agencies (over 900 mail stops), as well as service to 66 cities in 11 Western Washington counties. CMS meters all First Class, priority, periodicals, standard, certified, and registered mail, and presorts First Class and standard mail. CMS processes small packages and expedited mail through contracted vendors, and maintains manifests on expedited deliveries. CMS also offers inserting, labeling, and folding services. The State's CMS program was implemented, in part, to achieve lower bulk mailing rates.</p>	
<b>Key Issues</b>	Could City and County services be modeled after the State of Washington's approach to mail services? Can services offered by one jurisdiction also be provided for the other? How are remote facilities served?	
<b>Potential Outcomes</b>	A consolidated mail system, similar to that developed and implemented by the State of Washington, might achieve similar mail cost savings for City and County agencies.	
	<b>City of Seattle</b>	<b>King County</b>
<b>Organization</b>	<b>Mail Messenger Services</b> Design, Print & Copy Division Fleets and Facilities Department (FFD)	<b>Mail Services</b> Records, Elections and Licensing Services Division Department of Executive Services (DES)

Mail Services - Continued					
	City of Seattle			King County	
2003 Budget, FTE, Revenue & Resources	2003 Budget	\$128,362		2003 Budget	\$358,500
	2003 FTE	3.0		2003 FTE	5.0
	2003 Earned Revenue	\$128,362		2003 Earned Revenue	\$0
	2003 Resources	Interdepartmental cost allocations and billing		2003 Resources	Current Expense Overhead Allocation
	Billing includes pass through charges for private vendors.			Mail Services recaptures its costs through an internal central service cost allocation: about one-third from Current Expense funded agencies and two-thirds from non-Current Expense funds.	
Services	FFD provides in-house mail courier service that picks up and delivers in-house mail along three routes (Municipal, Fire and City Light) to 51 business units across 20 City departments. FFD estimates it handles an annualized volume of 700,000 pieces of in-house mail per year.			King County Mail Services sorts and delivers interoffice mail, and sorts and meters U.S. Postal Service mail for various county agencies. <sup>7</sup> Mail Services sent about 1,227,000 pieces of U.S. Postal Service mail and used postage amounting to about \$689,000 in 2002. Approximately 1,440,000 interoffice pieces of mail are handled annually.	
Sources: City of Seattle Fleets and Facilities Department; Washington Department of General Administration (www.ga.wa.gov/mail/mail.htm); and King County Records, Elections and Licensing Services Division.					

<sup>7</sup> County agencies that maintain their own courier services are the Department of Development and Environmental Services, the Department of Adult and Juvenile Detention, and the Seattle-King County Department of Public Health.

<b>ANIMAL CONTROL SERVICES</b>	
<b>Statutory / Legal Framework</b>	The Seattle Municipal Code (SMC) and King County Code (KCC) each define local government responsibilities that protect human health and safety, prevent property damage, and prevent cruelty to animals by establishing standards of control of animals (SMC Chapter 9.25 and KCC Chapter 11.02, respectively).
<b>Background</b>	<p>Both the City and County provide pet licensing, patrol and enforcement of animal control laws, public education programs, foster care programs, and animal shelter services including shelter and care for lost and stray animals and pet adoption services (e.g., spay/neuter surgery, vaccinations, veterinary health exams and microchip implants). Both agencies remove nuisance animals, investigate animal bites, and place bite animals under quarantine. In addition, Seattle Animal Control offers the general public low-cost spay and neuter surgery and related animal health services (unrelated to pet adoptions).<sup>8</sup></p> <p>Seattle Animal Control serves Seattle only. King County Animal Services serves incorporated and unincorporated areas outside of Seattle, an area of over 2,200 square miles. King County's service contracts with suburban cities vary as to whether they include or exclude sheltering, patrol and/or licensing.</p> <p>Prior efforts to examine potential service consolidations between the City and County animal control programs have been inconclusive or were not completed.</p>
<b>Key Issues</b>	Does the City have the capacity to provide spay/neuter services to county residents? If so, would it be feasible for the City to provide the services? What issues would such partnering raise other than capacity? Would joint licensing arrangements be beneficial to the public? Are there other partnering opportunities (e.g., field patrol, enforcement, animal shelter, etc.)? Current interlocal agreements between King County and suburban cities will also have to be carefully considered.
<b>Potential Outcomes</b>	Partnering between the City of Seattle and King County on animal control services may reduce operating costs and improve overall service levels to both residents and the animal population throughout King County.

<sup>8</sup> Seattle Animal Control also has a nationally recognized volunteer program, with more than 600 volunteers participating in a variety of programs, and receives sizable community contributions and monetary donations.



Animal Control Services - Continued				
	City of Seattle		King County	
Organization	Seattle Animal Control Department of Executive Administration (DEA)		Animal Services and Programs Records, Elections and Licensing Services Division Department of Executive Services (DES)	
2003 Budget, FTE, Revenue & Resources	2003 Budget	\$2,437,719	2003 Budget	\$3,800,146
	2003 FTE	31.0	2003 FTE	34.0
	2003 Estimated Revenue	\$1,075,993	2003 Earned Revenue	\$2,814,861
	2003 Resources	General Subfund	2003 Resources	License fee, fines and penalties, and other service fees
	Revenues generated through licenses, spay/neuter, and adoption fees and other fines and charges are directed back to the General Subfund.			
Services	Seattle Animal Control officers also patrol Off-Leash and On-Leash Areas in Seattle parks and enforce applicable ordinances, as well as respond to reports of injured or nuisance wildlife, including sick, injured, deceased or beached marine mammals.  Animal Control operates one animal shelter serving Seattle only.  Seattle Animal Control officers respond to approximately 20,000 complaints or requests for service annually. In 2002, Animal Control placed approximately 3,100 animals in homes through pet adoption and returned 1,186 animals to owners.		The County provides similar animal control services as the City of Seattle except for spay/neuter services. Spay/neuter services are offered through the County’s pet adoption program only. The County maintains lists of veterinarians who provide spay/neuter services for low cost to the public.  The County operates two animal shelters: King County Animal Control Shelter in Kent and Eastside King County Shelter in Bellevue.  In 2002, King County Animal Control officers responded to 21,020 complaints, placed 4,569 animals in homes through pet adoption, and returned 2,012 animals to owners.	
<b>Sources:</b> City of Seattle Department of Executive Administration; www.cityofseattle.net/animalshelter/; King County Records, Elections and Licensing Services Division; and www.metrokc.gov/lars/animal/services/field.htm.				

<b>GOVERNMENT ACCESS CABLE TELEVISION</b>		
<b>Statutory / Legal Framework</b>	King County Code Chapter 2.59 provides direction for the County’s public, educational and government access television services, and specifies that the King County Civic Television channel be established to increase citizen awareness of, access to, and dialogue about the development of County policies. <sup>9</sup> The City of Seattle has no similar provisions in its municipal code regarding government-sponsored television.	
<b>Background</b>	The City of Seattle and King County each operate a government access cable television channel that provides live and taped telecast of Council committee meetings, legislative and executive press conferences, other government informational meetings, and special programs. The Seattle Channel is broadcast in Seattle and in some parts of King County; King County Civic Television is generally broadcast on cable systems throughout the county. Both channels also offer streaming video services via the Internet. The Seattle Channel also offers an extensive array of on-line services, special features, and programming.	
<b>Key Issues</b>	To what extent can the two jurisdictions work more collaboratively to reduce overall costs? Can viewer services be improved and expanded through partnering? Could services offered by one jurisdiction also be provided for the other?	
<b>Potential Outcomes</b>	Partnering between the City of Seattle and King County, including the sharing of technology, may improve the availability and quality of government access television to the broader King County community.	
	<b>City of Seattle</b>	<b>King County</b>
<b>Organization</b>	<b>Seattle Channel</b> Office of Electronic Communications Department of Information Technology (DoIT)	<b>King County Civic Television</b> Administration – Independent Agencies Metropolitan King County Council

<sup>9</sup> KCC 2.59 also established a government access channel oversight committee to help in the operation of King County Civic Television.

Government Access Cable Television - Continued				
	City of Seattle		King County	
2003 Budget, FTE, Revenue & Resources	2003 Budget	\$1,840,005	2003 Budget	\$562,899
	2003 FTE	13.0	2003 FTE	7.0
	2003 Earned Revenue	\$19,000	2003 Earned Revenue	\$0
	2003 Resources	Cable Television Franchise Subfund	2003 Resources	Current Expense Overhead Allocation
	Revenues include fees for videotape copies and charges for filming non-City government events.			
Services	The purpose of the Seattle Channel is to inform and engage citizens in the governmental, civic, and cultural affairs of Seattle through use of television, Internet, and other media. In addition to airing the legislative activities and informational meetings of the Seattle City Council and press conferences by the Mayor, the Seattle Channel produces field and studio programs on issues of civic interest and a variety of series about life in Seattle.  The Seattle Channel cablecasts and Web casts programs 24 hours a day, seven days a week and offers a variety of interactive possibilities to viewers and Web page visitors. Video archives and some programs are also available for download on the Internet. Tapes of programs are available for free on-site viewing or by paid order.		The purpose of King County Civic Television (CTV) is to provide a window onto King County government, through coverage of Metropolitan King County Council meetings, County Executive news briefings, community meetings, and other programming on county issues. CTV also produces a variety of programs that provide information on how King County government strives to maintain a better quality of life in the Puget Sound region.	
Sources: City of Seattle Department of Information Technology; www.cityofseattle.net/doit/internet_CableTV.htm; www.seattlechannel.org/aboutus/policy.htm; www.metrokc.gov/ctv/; and King County Budget Office.				

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**APPENDIX 1**  
**PARTNERING LEGISLATION**  
**Exhibit A—City of Seattle Resolution 30544**

JD/gsr  
RESOLUTION partneringKCv5  
November 18, 2002  
V #5

**RESOLUTION** 30544

A RESOLUTION regarding collaboration with King County and directing steps to be taken to review potential cost savings through the partnering of City and County services and internal support functions.

WHEREAS, the City of Seattle reduced its adopted budget by \$7 million in 2002 and the proposed 2003 and 2004 budgets reflect a \$60 million general fund gap between projected revenues and current expenses; and

WHEREAS, the City of Seattle is aggressively reviewing its budget for expenditure reductions and revenue enhancements; and

WHEREAS, the general fund is experiencing a fiscal shortfall that is the result of declining revenue growth and increasing governmental expenses; and

WHEREAS, the legislative, executive, and judicial branches of the government of the City of Seattle consistently seek alternatives to provide services at the lowest possible cost while maintaining public policy objectives; and

WHEREAS, King County's total 2003 budget is proposed at \$3.1 billion; and

WHEREAS, King County provides regional services to all county residents, local services to unincorporated area residents, and services to other local governments on a contractual basis; and

WHEREAS, the factors that are contributing to the County's fiscal shortfall are also impacting other local governments, including the City of Seattle; and

WHEREAS, King County is also aggressively reviewing the general fund for expenditure reductions and revenue enhancement; and

WHEREAS, King County reduced the general fund budget by \$41 million in 2002 and faces a general fund deficit of \$52 million for 2003 and projects significant deficits in 2004 and 2005; and

WHEREAS, the council, the executive, and the judiciary of King County are also consistently searching for ways in which to provide effective services at the lowest possible cost; and



1 WHEREAS, the City of Seattle and King County each provide some services and  
2 conduct some internal support functions that are similar in nature; and

3  
4 WHEREAS, there may exist possibilities to achieve economies of scale in the provision  
5 of some services or internal support functions that would allow the City of  
6 Seattle and King County to provide the same level of service at a lower cost to,  
7 and at a greater convenience for, their citizens; and

8  
9 WHEREAS, the King County Council is considering the adoption of a motion to  
10 pursue a collaborative city-county review of potential cost savings through  
11 partnering of City and County services and internal support functions;

12  
13  
14 NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY  
15 OF SEATTLE THAT:

16  
17 The City Council directs the Auditor of the City of Seattle, in collaboration with  
18 the County Auditor, to explore opportunities for improved services and more efficient use  
19 of public resources through the partnering of selected county and city services.

20  
21 The City of Seattle and County Auditors shall collaborate on the  
22 preparation of a work plan that will include the following:

- 23  
24 1. An identification of those programs and services that will be studied in greater  
25 depth;  
26 2. A schedule for conducting feasibility studies regarding the partnering efforts of  
27 the City of Seattle and King County in 2003 and 2004;  
28 3. An estimate of potential outcomes from the studies;  
29 4. An estimate of the costs and staff time for the studies; and,  
30 5. Recommendations, as appropriate, for the staffing and execution of the joint  
31 study of the services and programs by the County's and the City's offices.  
32





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**APPENDIX 1**  
**PARTNERING LEGISLATION**  
**Exhibit B— King County Motion 11616**



**KING COUNTY**  
**Signature Report**  
**November 25, 2002**

1200 King County Courthouse  
516 Third Avenue  
Seattle, WA 98104

**Motion 11616**

**Proposed No.** 2002-0547.2

**Sponsors** Constantine

1                   A MOTION directing the auditor of King County to  
2                   collaborate with the auditor of the city of Seattle to develop  
3                   a work plan that identifies opportunities where the county  
4                   and the city may partner to provide services more  
5                   efficiently and directing the executive to assist in the  
6                   process.

7  
8  
9                   WHEREAS, King County's total 2003 budget is proposed at \$3.1 billion, and  
10                  WHEREAS, the County's 2003 proposed general fund budget is \$495 million,  
11                  and

12                  WHEREAS, King County provides regional services to all county residents, local  
13                  services to unincorporated area residents and services to other local governments on a  
14                  contractual basis, and

15                  WHEREAS, the general fund is experiencing a fiscal shortfall that is the result of  
16                  declining revenue growth and increasing governmental expenses, and



17           WHEREAS, the factors that are contributing to the county's fiscal shortfall are  
18           also impacting other local governments, including the city of Seattle, and

19           WHEREAS, King County is aggressively reviewing the general fund for  
20           expenditure reductions and revenue enhancements, and

21           WHEREAS, the city of Seattle is also aggressively reviewing its budget for  
22           expenditure reductions and revenue enhancements, and

23           WHEREAS, King County reduced the general fund budget by \$41 million in  
24           2002 and faces a general fund deficit of \$52 million for 2003 and projects significant  
25           deficits in 2004 and 2005, and

26           WHEREAS, the city of Seattle reduced its adopted budget by \$7 million in 2002  
27           and the proposed 2003 and 2004 budgets reflect a \$60 million general fund gap between  
28           projected revenues and current expenses, and

29           WHEREAS, the council, the executive and the judiciary of King County  
30           consistently search for ways in which to provide effective services at the lowest possible  
31           cost, and

32           WHEREAS, the legislative, executive and judicial of the government of the city  
33           of Seattle are also consistently seeking alternatives to provide services at the lowest  
34           possible cost while maintaining public policy objectives, and

35           WHEREAS, the city of Seattle and King County each provide some services and  
36           conduct some internal support functions that are similar in nature, and

37           WHEREAS, there may exist possibilities to achieve economies of scale in the  
38           provision of some services or internal support functions that would allow King County

**Motion 11616**

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39 and the city of Seattle to provide the same level of service at a lower cost to and at a  
40 greater convenience for their citizens, and

41 WHEREAS, the Seattle city council is considering the adoption of a similar  
42 resolution to pursue a collaborative city-county review of potential cost savings through  
43 partnering of city and county services and internal support functions;

44 NOW, THEREFORE, BE IT MOVED by the council of King County:

45 The council directs the county auditor, in collaboration with the auditor of the city  
46 of Seattle, to explore opportunities for improved services and more efficient use of public  
47 resources through the partnering of selected county and city services.

48 The council directs the executive to identify key staff of county departments and  
49 agencies, including, but not limited to, separately elected officials, to participate with the  
50 Auditors in refining and selecting potential projects for further study.

51 The auditors shall collaborate on the preparation of a work plan, which shall  
52 include the following:

53 A. An identification of those programs and services which will be studied in  
54 greater depth;

55 B. A schedule for conducting the feasibility studies regarding the partnering  
56 efforts of the city of Seattle and King County in 2003 and 2004;

57 C. An estimate of potential outcomes from the studies;

58 D. An estimate of the costs and staff time for the studies; and

59 E. Recommendations, as appropriate, for the staffing and execution of the joint  
60 study of the services and programs by the county's and the city's offices.

**Motion 11616**

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61           The work plan shall be submitted to the county council and to the city council by  
62   April 30, 2003. The respective councils will review the work plans and give further  
63   direction to the auditors as appropriate.  
64

Motion 11616 was introduced on 11/4/2002 and passed by the Metropolitan King County Council on 11/25/2002, by the following vote:

Yes: 12 - Ms. Sullivan, Ms. Edmonds, Mr. von Reichbauer, Ms. Lambert, Mr. Phillips, Mr. Pelz, Mr. Constantine, Mr. Pullen, Mr. Gossett, Ms. Hague, Mr. Irons and Ms. Patterson

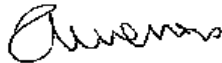
No: 0

Excused: 1 - Mr. McKenna

KING COUNTY COUNCIL  
KING COUNTY, WASHINGTON

  
Cynthia Sullivan, Chair

ATTEST:



Anne Norris, Clerk of the Council

Attachments       None

Seattle City Councilmembers  
Metropolitan King County Councilmembers  
May 13, 2003  
Page 2

We look forward to presenting this report to the Metropolitan King County Council on May 13 and to the Seattle City Council on May 29. If you have any questions regarding this report or would like additional information, please contact City Auditor Susan Cohen at 233-1093, or County Auditor Cheryle Broom at 296-1655.

SC:CB:yr

Attachment: Joint Work Plan for Partnering Opportunities

cc: Mayor Greg Nickels, City of Seattle  
County Executive Ron Sims, King County  
John Franklin, Director, City of Seattle Department of Fleets and Facilities  
Ken Nakatsu, Director, City of Seattle Department of Executive Administration  
Sylvia Shiroyama, Acting Director, City of Seattle Department of Information Technology  
Paul Tanaka, County Administrative Officer, King County Department of Executive Services  
Regina LaBelle, Mayor's Counsel, City of Seattle  
Dave Lawson, Internal Audit Supervisor, King County Executive Audit Services  
David deCourcy, Chief of Staff, Metropolitan King County Council